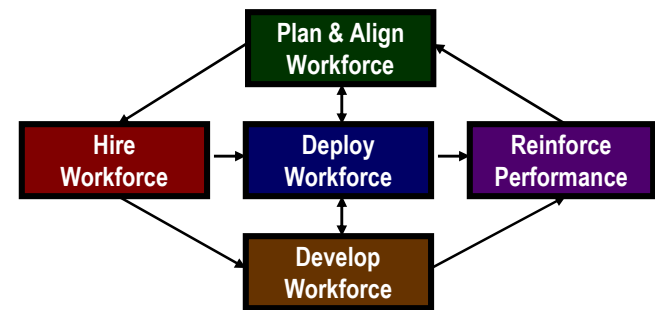

State of Washington Utilities and Transportation Commission

Human Resource Management Report

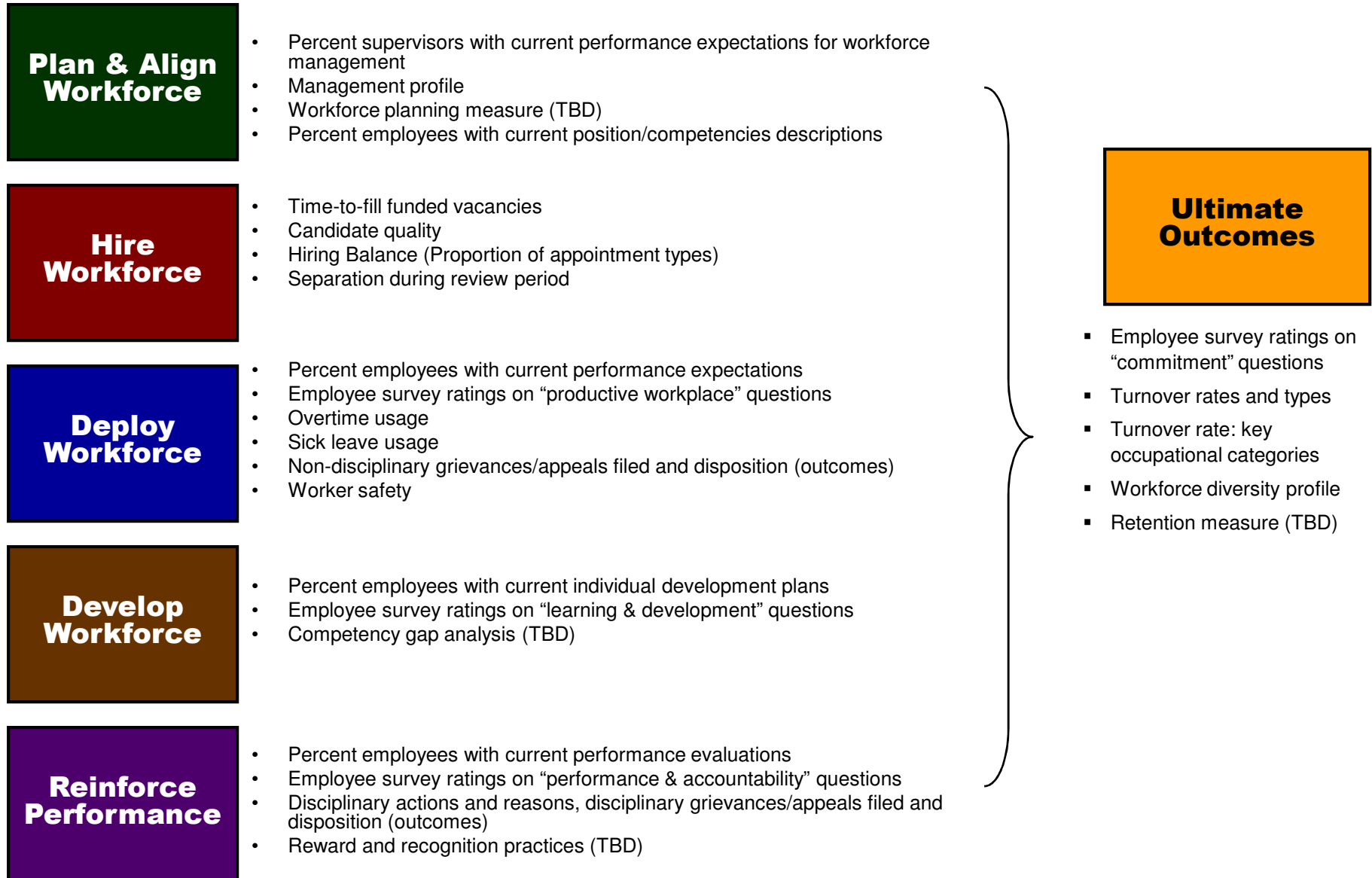


October 2008

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Agency Priority: High

Percent supervisors with current performance expectations for workforce management = 100%*

*Based on 20 of 20 reported number of supervisors

Analysis:

- The 2009-2011 strategic plan has a strategic objective that 90% of employees have completed all core training requirements. This includes core management training for managers.
- A schedule for the required training was approved by senior management on October 8, 2008.
- A gap analysis shows that five supervisor/managers currently need some catch-up training.

Action Steps:

- By the end of October 2008, four of the five managers behind in training should be current, based on catch up training currently scheduled.
- HR will continue to track successful completion of training and provide reports to management about gaps. This information will be reported in the internal HR Office GMAP sessions.
- Managers of supervisors/managers will establish a training plan within 30 days of appointment as part of setting overall expectations for the review period, including required core management training.
- Employees are responsible to attend the training or coordinate with Human Resources to reschedule, if the need arises.
- Human Resources will coordinate group refresher training according to the schedule approved by senior management. The next refresher is planned for spring 2009.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Agency Priority: Medium

WMS Employees Headcount = 24

Percent of agency workforce that is WMS = 17.6%

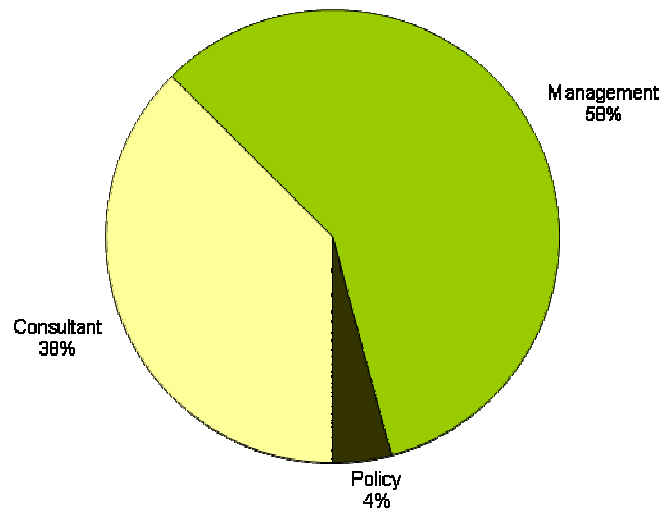
Managers* Headcount = 20

Percent of agency workforce that is Managers* = 14.7%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

WMS Management Type

Management	14
Consultant	9
Policy	1



Analysis:

- Managers at all levels participated in the development of the 2009-11 strategic plan. Supervisors held staff meetings to discuss tactical goals with their staff to provide an opportunity for staff input.
- At an all-staff meeting on 9/16/08, executive management shared the final strategic plan and WSQA application with all employees. Both will be provided to new employees during new employee orientation.

Action Steps:

- The agency is assessing readiness to pursue Performance Management Confirmation.
- As part of the assessment the agency will evaluate moving to same time each year evaluations, tied to the strategic planning cycle, for at least managers..

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions = 100%*

*Based on 136 of 136 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- As part of the PDP process, an electronic e-mail reminds employees and supervisors to review the position description and update, if needed. That review allows supervisors to make sure that the duties and competencies required by the position align with the agency's strategic plan and the division and section business plans.
- All position descriptions are required to be updated at least every three years. HR notifies supervisors of any position updates due. A report of overdue position description updates is provided to senior management on a monthly basis.
- The Human Resources Office will use a new quality assessment tool developed to evaluate the quality of position descriptions submitted by supervisors.

Action Steps:

- Beginning 4th quarter 2008, on a calendar quarter basis, the HR Office will conduct a quality review of a random sampling of agency position descriptions using the assessment tool and report the results during the Human Resource Office's internal GMAP sessions.
- The assessment tool will be shared with agency supervisors so they can use it as a guide when writing their position descriptions.

Data as of 9/2008
Source: Agency-tracked data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: High

Time-to-fill / Candidate Quality

Time-to-fill Funded Vacancies

Average number of days to fill*: 68

Number of vacancies filled: 16

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: High

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 68 Percentage = 94%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 14 Percentage = 88%

Hiring managers indicating "no":

Number = 2 Percentage = 13%

Analysis:

- The 2009-11 strategic plan has a tactical goal to streamline the recruitment and hiring process. The objective is to reduce the time to fill vacancies by 30% by July 1, 2011.
- Three HR consultants are now assigned recruitment duties so there are trained recruitment back-ups at all times.
- Recruiters debrief with the hiring supervisor after each recruitment for lessons learned and opportunities for process improvement.
- Began using the e-recruit survey tool in July 2007 to survey hiring supervisors for data related to candidate quality.
- The two hiring supervisors that reported that they were not able to hire the best candidate for the job gave salary not being high enough as the reason. This was for the job classes Regulatory Analysts 2 and 3.
- A hiring checklist that includes timeliness goals for the recruitment process was approved by senior management in September 2008. The checklist helps track the following two new internal GMAP measures:
 1. Date the recruiter receives approval to fill to the date the job announcement is posted. Goal: 1 week
 2. Initial screening date posted to the date applicants are notified of outcome. Goal: 4 weeks

Action Steps:

- Use the checklist and related internal measures to help drive the recruitment process in an effort to meet the timeliness goals. Objectives are to hire the best qualified candidate before we lose the candidate to a competitor and to minimize loss of productivity due to prolonged vacancies.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

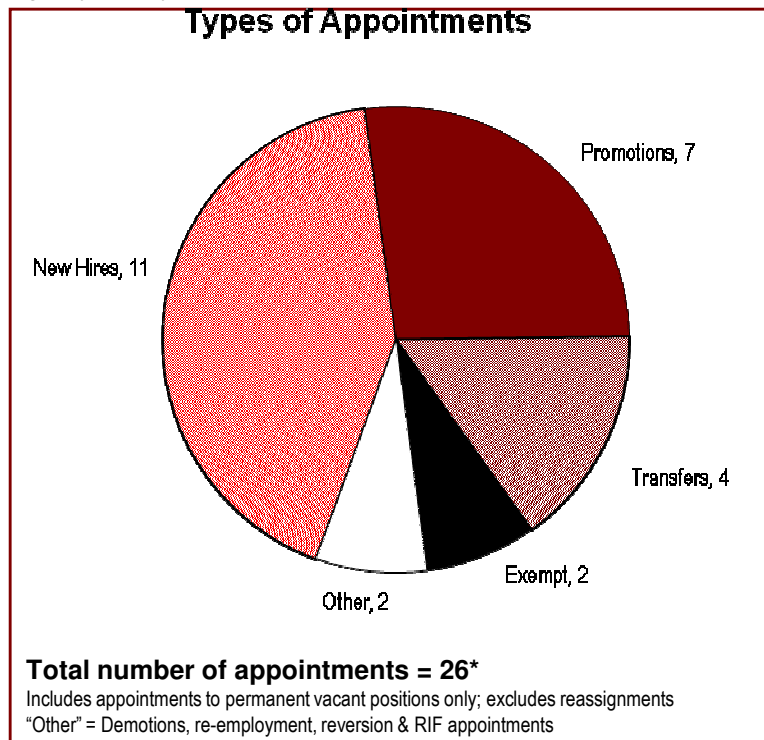
Time-to-fill vacancies
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Medium



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	1
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>1</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	1

Data Time Period: 7/2007 through 6/2008
Source: DOP Business Intelligence

Analysis:

- When openings arise, the agency typically looks first internally to determine whether an adequate candidate pool exists, and then looks externally to broaden the search.
- An agency recruiter and a staff alumnus of the U of W partnered to create a fact sheet and share with students in person at an outreach function at the university to market the UTC as an employer of choice to upcoming graduates.
- Partnered with the UW Career Center, Seattle University Law School, and Gonzaga Law School to source for candidates for our Administrative Law Division.
- UTC recruiters regularly attend the monthly state Recruiter's Roundtable to network with other state recruiters and stay current on e-recruit upgrades.
- Recruiters use electronic resume databases to source for hard-to-fill positions, as affordable.
- Recruiters regularly tap into resources such as the Society of Human Resource Management, HR Morning, HR alerts, HR legal News, Vital Smarts, etc. to stay current on recruitment and assessment trends. Two recruiters attended the NW Human Resource Management Association Conference and Tradeshow during this period, which included workshops on recruitment strategies.
- During this period, one employee voluntarily separated during the review period. The person came from private sector and was offered a better opportunity to return.

Action Steps:

- By 12/31/08, create a marketing brochure that would be available in our lobby for visitors to take with them and for staff to take to meetings, conferences and other activities to promote UTC as an employer of choice.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: Medium

Percent employees with current performance expectations = 99%*

*Based on 135 of 136 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- In early 2008, Human Resources reviewed a random sampling of each supervisor's evaluations and met with each supervisor. Together they analyzed whether the feedback reported appropriately addressed the expectations set for the performance period. Through discussion, supervisors gained a better understanding of how SMART (Specific, Measurable or observable, Action-oriented, Realistic, Time-oriented) goals facilitate the subsequent performance feedback.
- We developed a tool and provided it to supervisors as a guide when writing employee performance and development plans.
- Subsequently we also developed a standardized evaluation tool.

Action Steps:

- Beginning 4th calendar quarter 2008, Human Resources will begin reviewing a random sampling of performance and development plans submitted and report findings during the HR Office's internal GMAP sessions.
- The results will help identify any areas where supervisors may continue to have difficulty . If problem areas are identified, an action plan will be developed to address them.

Data as of 9/2008
Source: Agency-tracked data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Medium

Employee survey "productive workplace" ratings

2007 STATE: 3.8

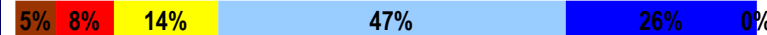
2007 UTC: 3.9

2006 UTC 4.0

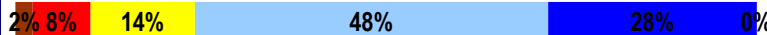
Q4. I know what is expected of me at work. 4.1



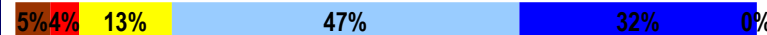
Q1. I have the opportunity to give input on decisions affecting my work. 3.8



Q2. I receive the information I need to do my job effectively. 3.9



Q6. I have the tools and resources I need to do my job effectively. 4.0



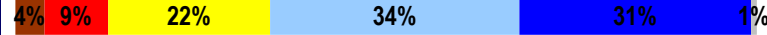
Q7. My supervisor treats me with dignity and respect. 4.4



Q13. My agency consistently demonstrates support for a diverse workforce. 3.8



Q8. My supervisor gives me ongoing feedback that helps me improve my performance. 3.8



Q9. I receive recognition for a job well done. 3.5



■ Never/Almost Never

■ Occasionally

■ Always/Almost Always

■ Seldom

■ Usually

■ No Response

Data as of 11/2007

Source: Sate Employee Survey

Analysis:

- The employee participation rate for the 2007 employee survey increased 35% over the previous survey. The 93% overall participation rate provided a better understanding of what our employees think. Recognition was identified as one area for focus.
- The commission's interdivisional Praise & Recognition Committee conducted an internal survey to ask employees what type of recognition they most appreciate.
- As part of the 2007 survey employees were asked what keeps them at the UTC.
- The information received through the survey and the open-ended survey question, provided information that allowed managers to adopt a simple approach to provide just-in-time recognition for positive performance on an individual basis.
- During this period employees organized an agency softball team and a bowling night. These outside activities foster strong relationships and teamwork.
- All supervisors/managers attend a "Respect" class November 2007.

Action Steps:

- When the spending freeze is lifted, consider additional trainings offerings for all staff similar to the "Respect" class offered to managers.
- The Communications Office will provide several brown bags to share information of interest to employees.

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

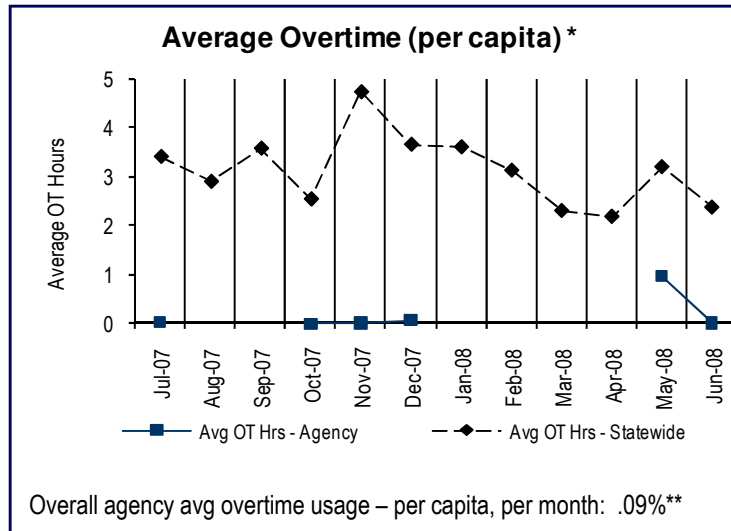
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

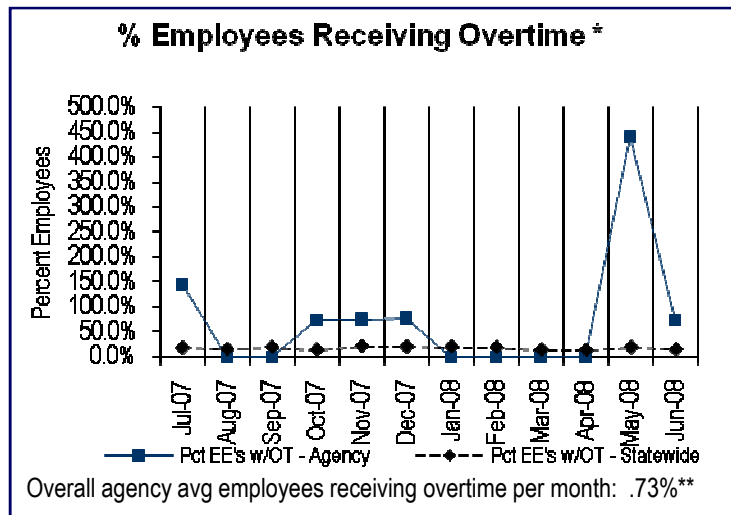
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety



*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



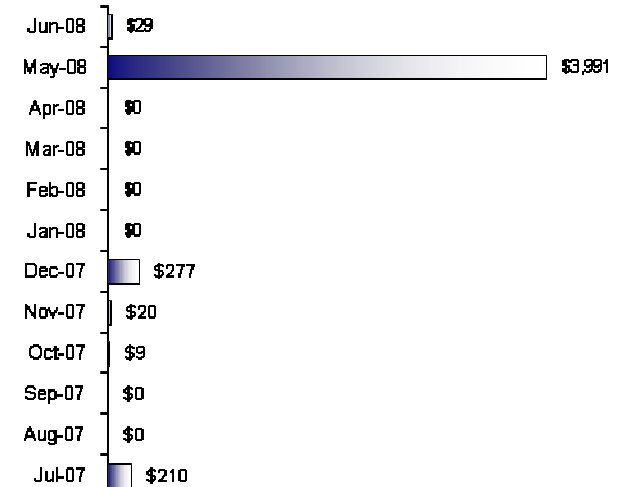
*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 7/2007 through 6/2008

Source: DOP Business Intelligence

Overtime Cost - Agency



Analysis:

- The incidence of overtime has not been a problem at the UTC. Supervisors are able to utilize the flexibility provided by the labor contract or the DOP rules to effectively manage employee schedules and workloads to meet business need without incurring much overtime.
- During May 2008, an unusually high volume of comments were received from consumers on a high profile energy rate case before the commission. Due to statutory deadlines, it was necessary to authorize overtime for several staff to process all the comments.

Action Steps:

- In response to findings by the Department of Labor in other state agencies related to overtime status of positions, the UTC is reviewing 51 WGS positions currently designated overtime exempt by 6/30/09. We may see some increase in overtime if more positions are designated overtime-eligible.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

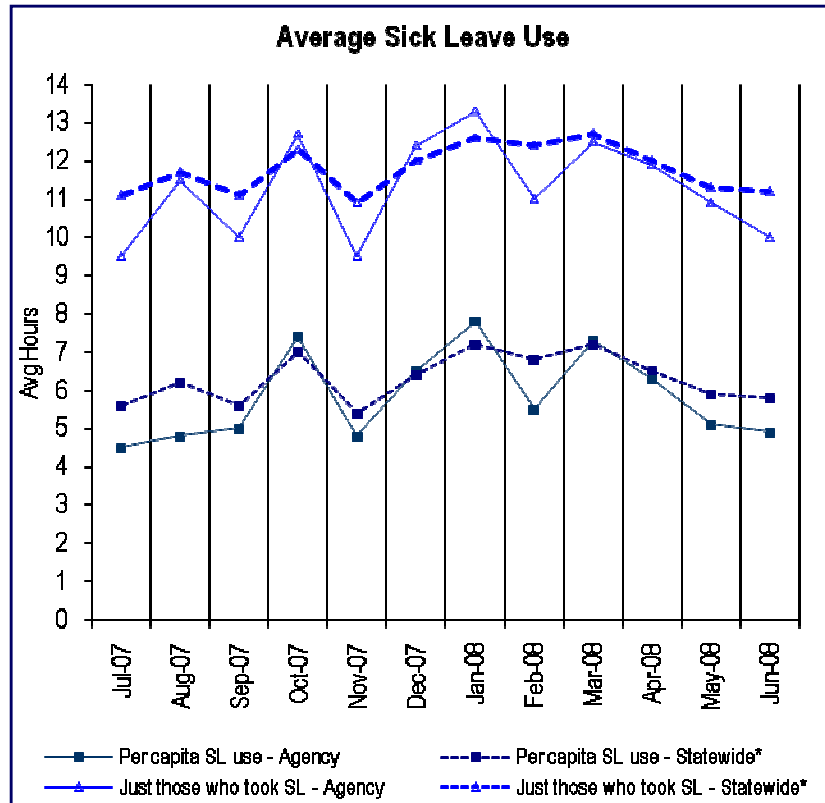
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Medium

Sick Leave Usage



Analysis:

- Flu shots were provided on-site at no cost to employees in October 2007 -- 69 employees participated out of the 124 employed that month.
- Other booster shots, such as tetanus, were also available on-site at the employee's expense.
- Hand sanitizer is provided in the restrooms and to each employee to have at his or her desk.
- The Health Risk Assessment is promoted through the electronic daily news bulletin on a monthly basis, resulting in a 19.2 percent participation rate to date.
- Health and wellness tips are shared regularly in the daily news letter. Yoga, massage, and other wellness activities are offered on site during lunch or break periods to promote employee health and well being.

Action Steps:

- Flu shots will again be provided on-site at no cost to employees in October 2008.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
5.8 Hrs	76.3%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
11.3 Hrs	140.9%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/2007 through 6/2008

Source: DOP

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

The UTC had no non-disciplinary grievances for the period July 2007 through June 2008

Data Time Period: 7/2008 through 6/2008
Source: Agency-tracked data

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

The UTC had no non-disciplinary appeals for the period July 2007 through June 2008.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary
grievances/appeals filed
and disposition
(outcomes)**

Worker safety

Data Time Period: 7/2007 through 6/2008
Source: Department of Personnel

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Utilities and Transportation Commission

Analysis:

- Safety meetings were held on 2/22/08 and 4/17/08.
- Safety radio checks were conducted on 10/31/07, 1/24/08 and 4/24/08.
- The agency has tested a phone intercom system as one medium for safety communications.
- An updated Safety Plan was provided to all employees in April 2008, followed by safety plan quiz questions in our Good Morning UTC newsletter to "test" employees' knowledge of the plan.
- Participated in the state earthquake drill.
- A successful evacuated for a real emergency occurred during this period.
- Supervisors periodically hold safety discussions with their staff as appropriate to the employees' specific job duties.

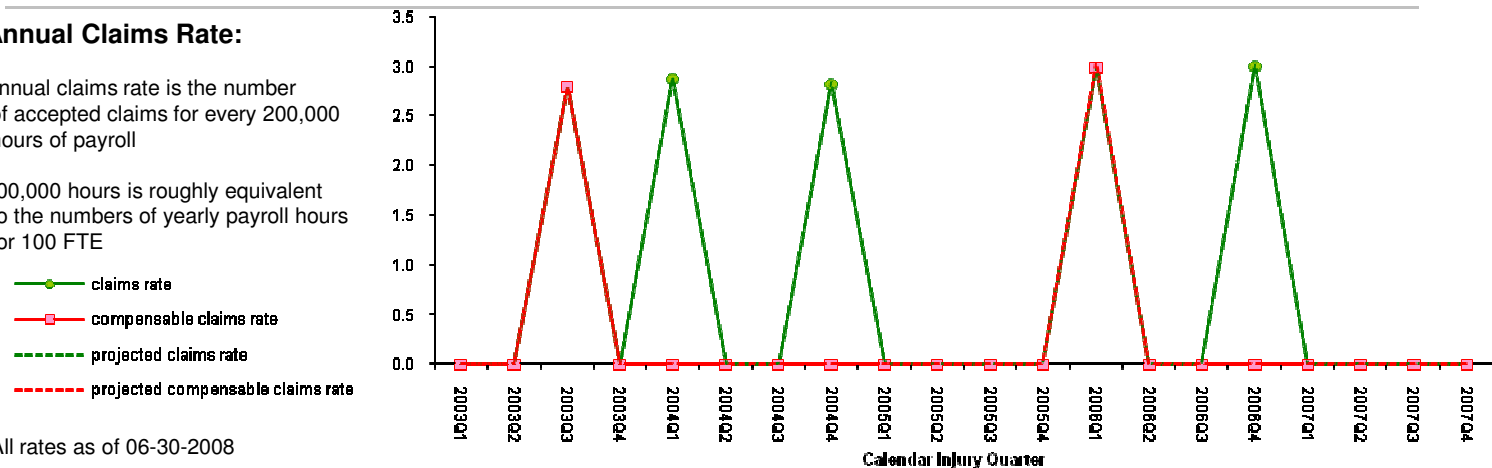
Action Steps:

- Participate in enterprise safety survey to monitor progress & develop action plan based on results.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

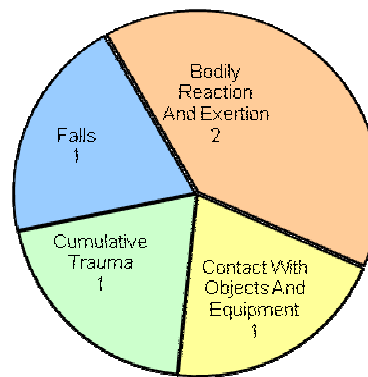


All rates as of 06-30-2008

Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	1

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 99%*

*Based on 135 of 136 reported employee count
Applies to employees in permanent positions, both WMS & GS

Data Time Period: 9/2008
Source: Agency-tracked data

Utilities and Transportation Commission Analysis:

- As part of an increased emphasis on technical training, the Regulatory Services Division provided three days of Utility Accounting and Auditing for Regulators and Consumer Advocates technical training on 11/28-30/2007. There were 13 different sessions with a average of 23-25 employees participating per session
- UTC safety inspectors attend mandatory refresher training on an annual basis.
- Human Resources began working with management of the Regulatory Services Division to begin identifying core technical training needs.

Action Steps:

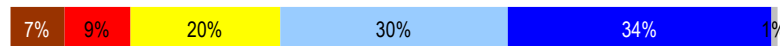
- Continue work on technical training needs assessment.

Employee Survey "Learning & Development" Ratings

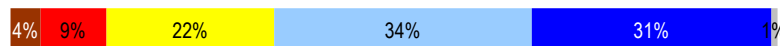
Agency Priority: Medium

Employee survey "training & development" ratings
2007 STATE: 3.7
2007 UTC: 3.8 2006 UTC: 3.9

Q5. I have opportunities at work to learn and grow. 3.8



Q8. My supervisor gives me ongoing feedback that helps me improve my performance. 3.8



■ Never/Almost Never ■ Seldom ■ Occasionally
■ Usually ■ Always/Almost Always ■ No Response

Data as of 11/2007
Source: Sate Employee Survey

Analysis:

- Objectives during the one-on-one PDP reviews held with supervisor in early 2008 included:
 - Encourage supervisors to work toward employee training and development plans, tied to the strategic expectations for the performance period, including specific observable or measurable outcomes expected as result of the development activities.
 - Encourage regular ongoing feedback throughout the performance period such as monthly or quarterly 1 x 1 meetings.

Action Steps:

- Human Resources continue to monitor training plans for quality on a quarterly basis, including required core training.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Medium

Percent employees with current performance evaluations = 99%*

*Based on 135 of 136 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- In early 2008, an HR Consultant met with supervisors/managers to review actual Performance and Development Plans they submitted.
- A written guide was used to remind supervisors/managers of the elements of an effective PDP such as setting SMART (Specific, Measurable or observable, Action-oriented, Realistic, Time-oriented) goals.
- Subsequently a standardized assessment tool was developed to assess the quality of PDPs submitted.

Action Steps:

- Human Resources will implement the quality assessment tool effective 4th calendar quarter 2008.
- A random sampling of PDPs will be evaluated each quarter and the results reported in the Human Resource Office's internal GMAP sessions.

Data as of 9/2008
Source: Agency-tracked data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey “Performance & Accountability” Ratings

Agency Priority: Medium

Employee survey “performance & accountability” ratings

2007 STATE: 3.78

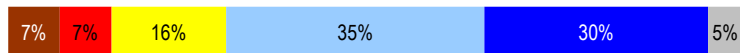
2007 UTC: 3.9

2006 UTC: 3.8

Q3. I know how my work contributes to the goals of my agency. 4.3



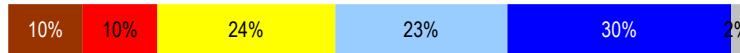
Q10. My performance evaluation provides me with meaningful information about my performance. 3.8



Q11. My supervisor holds me and my co-workers accountable for performance. 4.1



Q9. I receive recognition for a job well done. 3.5



■ Never/Almost Never

■ Occasionally

■ Always/Almost Always

■ Seldom

■ Usually

■ No Response

Analysis:

- Based on the results of the 2006 employee survey, the UTC prioritized employee recognition as one area to focus attention. The 2007 survey suggest that our initiative succeeded.
- Management adopted a simple approach to providing just-in-time recognition to individual employees.
- The internal interdivisional Praise & Recognition Committee developed their own survey to find out what types of recognition employees most appreciate.
- The internal survey results were used to provide a variety of recognition activities to our employees.

Action Steps:

- Continue to provide informal and formal recognition to employees.
- Use all-staff meetings to publicly recognize individual or group accomplishments since the last meeting.
- Formal annual employee awards program is scheduled for December 2008.

Data as of 11/2007
Source: Sate Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

The UTC have no formal disciplinary actions for the period July 2007 through June 2008

Data Time Period: 7/2007 through 6/2008
Source:

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Low

The UTC had no disciplinary grievances or appeals for the period July 2007 through June 2008.

Data Time Period: 7/2007 through 6/2008
Source:

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on “commitment” questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey “Employee Commitment” Ratings

Agency Priority: Medium

Employee survey “Employee Commitment” ratings

2007 STATE: 3.67

2007 UTC: 3.7

2006 UTC: 3.7

Q3. I know how my work contributes to the goals of my agency. 4.3



Q12. I know how my agency measures its success. 3.3



Q9. I receive recognition for a job well done. 3.5



■ Never/Almost Never

■ Seldom

■ Occasionally

■ Usually

■ Always/Almost Always

■ No Response

Analysis:

- The UTC rated at or higher than the statewide average on employee survey questions related to workforce commitment and engagement.
- The survey results focused agency attention on several areas:
 1. Our 2009-11 strategic planning process was changed to include managers at all levels of the organization in contributing to the overall strategic plan and development of their section's business plan.
 2. Supervisors held staff meetings to discuss tactical goals and objectives relevant to the business of their section.
 3. About a third of our employees participated on inter-divisional teams to develop the agency WSQA application. Through the WSQA application process participants learned the Baldrige criteria for performance excellence and obtained a clearer picture of our organizational strengths and weaknesses, including those related to workforce commitment and engagement.
- Each section is expected to develop a business plan for each fiscal year and keep it updated as milestones are achieved.

Data as of 11/2007
Source: State Employee Survey

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

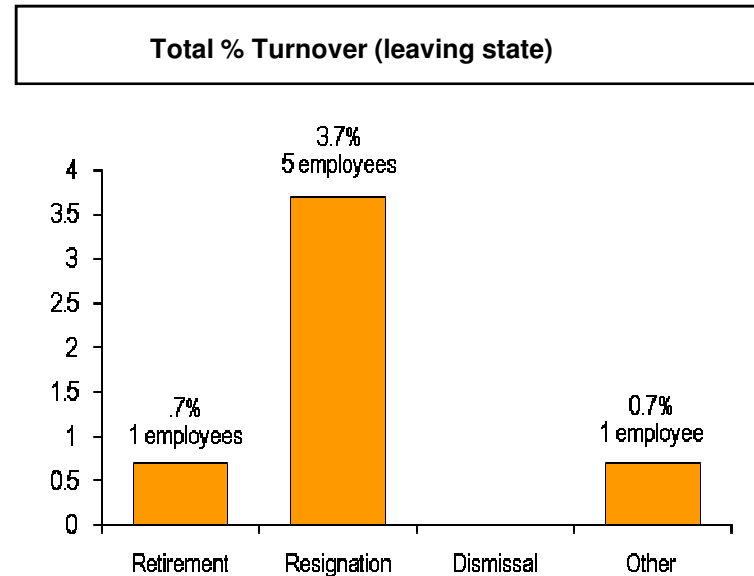
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: High



Total Turnover Actions: 7

Total % Turnover: 5.1%

Note: Movement to another agency is currently not available in HRMS/BI

We had a total of 11 employees transfer to another agency during 7/07-6/08

Analysis:

- A tactical goal in the 2009-2011 Strategic Plan is to increase professional development through training and succession planning to promote performance excellence.
- Managers look for new ways to engage the workforce, develop employees, increase employee satisfaction, and prepare for succession in the following ways:
 - 1) About 30% of the agency participated on a WSQA team to develop the agency's assessment application. Participation introduced the employees to the Baldrige criteria for performance excellence and broadened their overall knowledge of the agency as they worked with team members from other sections of the agency to address a category of the assessment application.
 - 2) Employees at all levels of the agency were involved in the 2009-11 strategic planning process. An all-staff meeting was held to share the final plan.
 - 3) Regular internal GMAP sessions help various sections of the agency share their activity and progress towards goals with the rest of the agency. Sections whose work interfaces, hold joint sessions so that the information shared provides the big picture of progress toward joint or overlapping goals.
 - 4) Several agency-wide IT projects are providing employees throughout the agency an opportunity to work with inter-divisional teams resulting in better understanding of how their work affects other sections of the agency.

Action Steps:

- Continue exit interviews to watch for trends over time and assess results from actions taken to address issues.

Data Time Period: 7/2007 through 6/2008
Source: DOP Business Intelligence

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

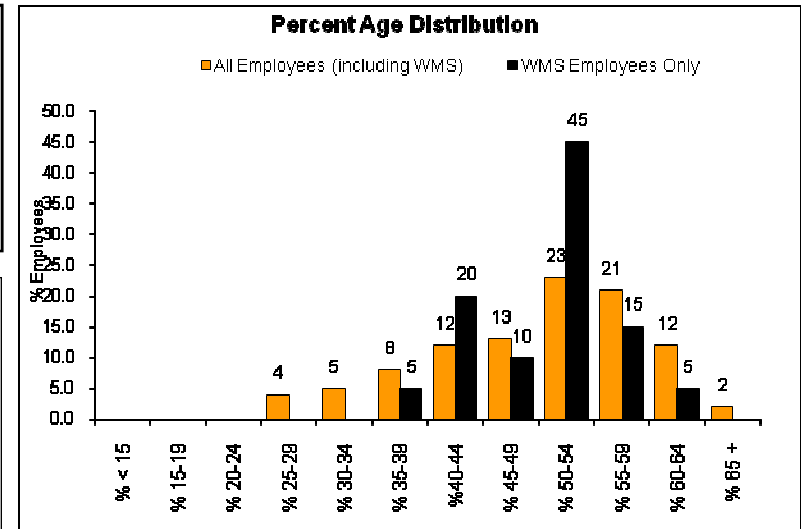
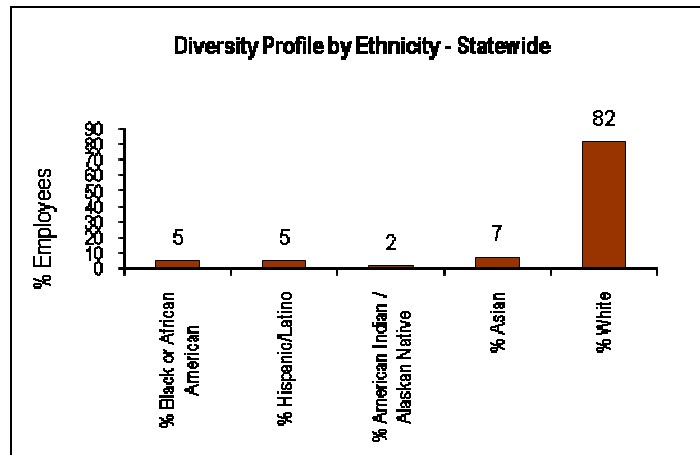
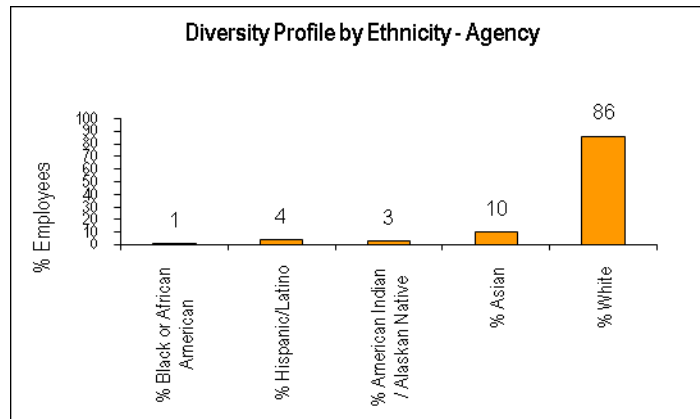
Retention measure (TBD)

Utilities and Transportation Commission Workforce Diversity Profile

Agency Priority: Medium

This data includes only permanent employees. It does not include non-perm, probationary employees or the commissioners.

	Agency	State
Female	52%	53%
Persons w/Disabilities	4%	4%
Vietnam Era Veterans	8%	6%
Veterans w/Disabilities	2%	2%
People of color	17%	18%
Persons over 40	82%	75%



Analysis:

- Overall diversity for this period closely parallels the state average.
- We have begun to see a decrease in representation for some ethnic groups in spite of focused efforts by our recruiters to announce openings and source for candidates at a variety of organizations representing these groups.

Action Steps:

- Continue to develop contacts and relationships with diversity organizations.
- Coordinate with the DOP diversity recruiters for ideas and assistance.

Data as of 6/2008
Source: DOP Business Intelligence

Workforce Diversity Profile

Employee Survey “Support for a Diverse Workforce” Ratings

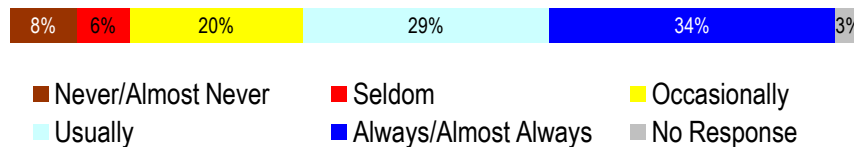
Agency Priority: High

Employee survey “Employee Commitment” ratings

STATE: 3.8

UTC: 3.8

Q13. My agency consistently demonstrates support for a diverse workforce. 3.8



■ Never/Almost Never

■ Seldom

■ Occasionally

■ Usually

■ Always/Almost Always

■ No Response

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on “commitment” questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Analysis:

- Began partnering with Washington State Business Leadership Network and Say Hey Olympia for recruitment and retention of persons with disabilities.
- The agency remains committed to a diverse workforce. However, due to turnover, we are finding our demographics are changing and need to focus more attention on this area.
- During recruitment, source for candidates at a variety of sites specific to particular groups where a goal is established in our Affirmative Action Plan to increase participation.

Action Steps:

- Update the Affirmative Action Plan by November 30, 2008.
- Run quarterly updates to monitor progress toward meeting diversity goals.